

ability to provide effective front-end control of enhanced services utilization. During its first six months of operations, Value Options denied or reduced only 217 authorization requests (7 of which were individual Community Support requests).

In September 2006, Value Options added staff, office capacity, and information technology capabilities to accommodate the volume of authorization requests. In October 2007, Value Options stabilized operations and implemented new utilization review activities. According to the Division of Medical Assistance, these changes enabled Value Options to reduce the number of authorized units of individual Community Support services—which declined 72%—and increase utilization of other enhanced services. These utilization changes were achieved through approval/denial decisions and recommendations provided by Value Options' clinical staff for more appropriate services for recipients.

3. Were ongoing, major leadership changes prevalent during the implementation of the Enhanced Services Package?

There were 10 changes in key leadership positions throughout the implementation of the Enhanced Services Package. As shown in Exhibit 4, the Secretary of the Department of Health and Human Services changed three times, the Director of the Division of Mental Health, Developmental Disabilities and Substance Abuse Services changed three times, and the Director of the Division of Medical Assistance changed four times during the three-year time period between April 2006 and February 2009. In contrast, a total of six leadership changes occurred at the Division of Mental Health, Developmental Disabilities and Substance Abuse Services and the Division of Medical Assistance during the five-year time period between 2001, when mental health reform began, and March 2006, when the Enhanced Services Package was implemented. Whereas changes occur as a matter of course in any organization, turnover in leadership among these three entities was lower during the period preceding the implementation of the Enhanced Services Package.

Exhibit 4: Changes in Agency Leadership (April 2006-February 2009)

Agency Leadership	Appointment	Departure	Reason for Departure
Department of Health and Human Services (Secretary)			
Carmen Hooker Odom	January 2001	August 2007	Resigned
Dempsey Benton	August 2007	January 2009	Resigned
Lanier Cansler	January 2009	Current Secretary	Currently serving
Division of Mental Health, Developmental Disabilities and Substance Abuse Services (Director)			
Mike Moseley	March 2004	February 2008	Resigned
Michael Lancaster (co-director)	March 2008	January 2009	Returned to Chief of Clinical Policy position
Leza Wainwright (co-director)	March 2008	Current Director	Currently serving
Division of Medical Assistance (Director)			
Allen Dobson	July 2005	May 2007	Resigned
Mark Benton	May 2007	September 2007	Resigned
William Lawrence (acting)	September 2007	October 2008	Resigned
Tara Larson (acting)	October 2008	April 2009	Returned to Chief Clinical Operations Officer position
Note: Craig Gray became director of the Division of Medical Assistance in April 2009.			

Source: Program Evaluation Division.